

Congresswoman Kaptur criticized Toyota Corporation's chief executive officer for failing to show sufficient remorse for the safety defects that led to fatal crashes on American highways. "I am not not satisfied with your testimony. I do not feel that it reflects remorse for those who have died," Kaptur told Akio Toyoda during a widely-publicized hearing on Capitol Hill.

Congresswoman Kaptur, a member of the House Oversight and Government Reform committee, charged the automaker with failing to act on warnings from consumers about safety defects in Toyota vehicles. Brandishing a copy of "The Toyota Way," a book by Jeffrey Liker, Kaptur asked Mr. Toyoda, "How did Toyota lose its way?" She noted that the book is widely used in business schools around the world as an example of successful management, but that Toyota in fact "went from emphasizing long-term values and corporate responsibility to fighting against safety regulations, against environmental regulations, and against worker rights."

"I am disappointed," she said. "Is it the 'Toyota way' to use insider dealing to influence decisions and push a deregulation agenda that works against the people of our own country?"

Mr. Toyoda said he was sincerely sorry for the deaths and pledged his company would do better in the future.

Earlier in the hearing, Congresswoman Kaptur questioned Transportation Secretary Ray LaHood about the level of cooperation from transportation safety regulators in responding to concerns about Toyota products.